



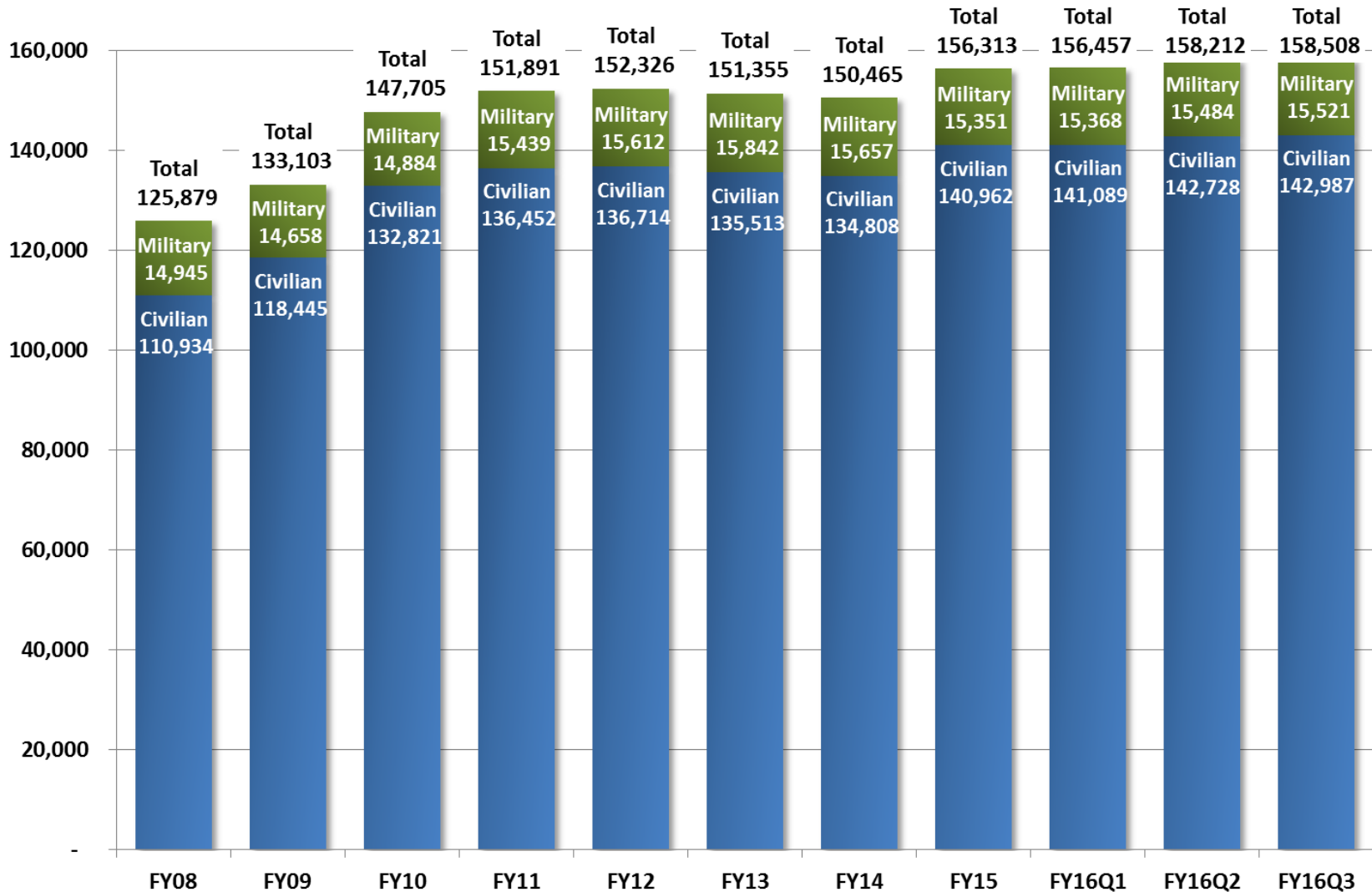
Defense Acquisition Workforce Key Information

OVERALL

As of FY16Q3 (30 June 2016)



AWF – Historical Workforce Size FY08 – FY16Q3





Human Capital Fact Sheet

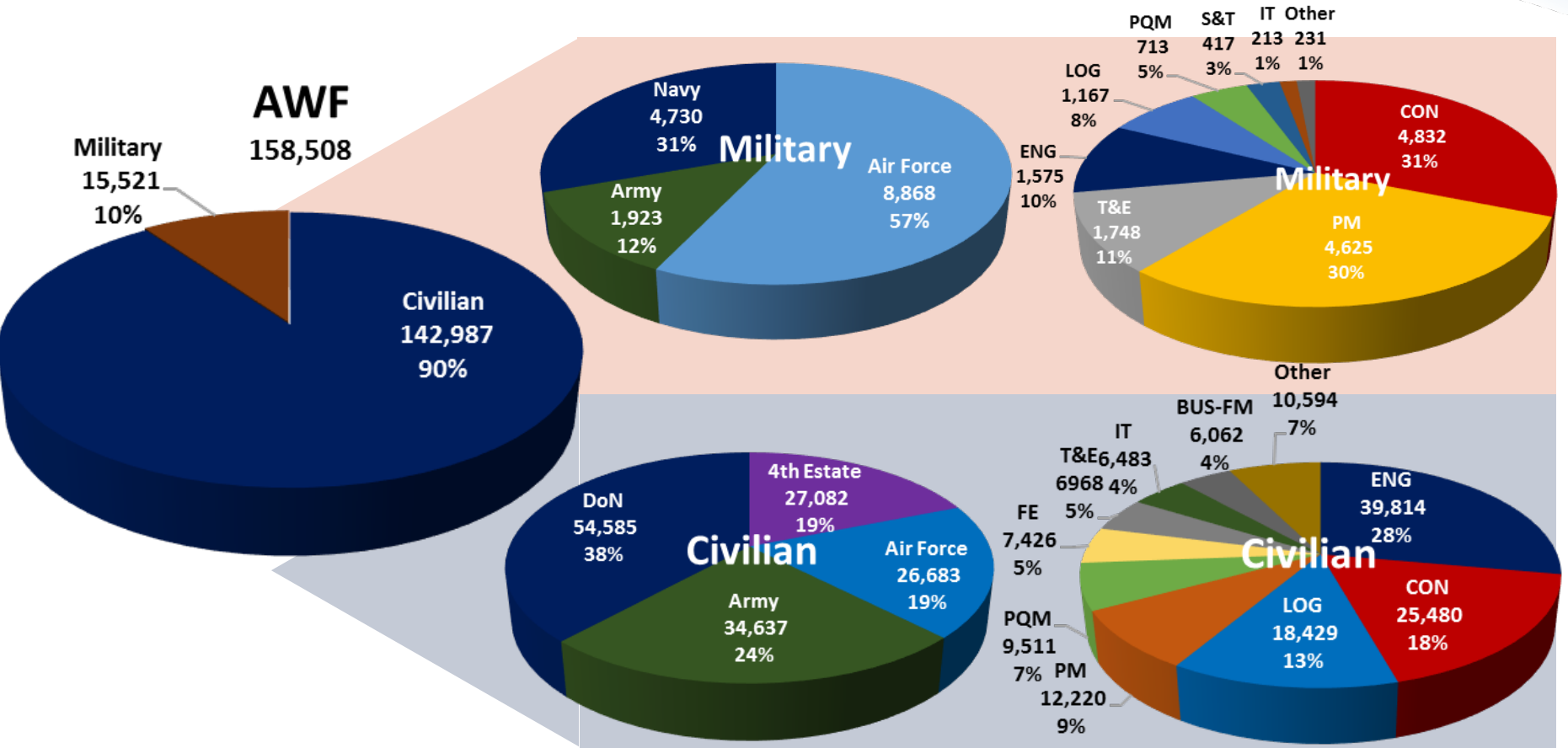
Defense Acquisition Workforce AT&L	FY 2008			FY2016Q3		
	AT&L Civilian (Civ)	AT&L Military (Mil)	Total AT&L (Civ+Mil)	AT&L Civilian (Civ)	AT&L Military (Mil)	Total AT&L (Civ+Mil)
Size & Composition						
Workforce Size	110,934	14,945	125,879	142,987	15,521	158,508
Change in size from 2008	-	-	-	29%	4%	26%
Civilian/Military Composition	88%	12%	-	90%	10%	90% / 10%
Educational Attainment						
Bachelor's Degree or Higher	77%	81%	77%	83%	81%	83%
Post Graduate Degree	26%	44%	29%	38%	53%	39%
Certification (Cert)						
Level I or Higher Achieved	73%	61%	72%	86%	76%	85%
Level II or Higher Achieved	63%	41%	61%	76%	53%	74%
Level III Achieved	38%	19%	36%	45%	24%	43%
Position Cert Rqmt Met or Exceeded	61%	41%	58%	77%	60%	76%
Within 24 Months of Cert Rqmt	25%	46%	27%	20%	35%	21%
Does Not Meet Cert Rqmt	15%	12%	14%	3%	5%	3%
Planning Considerations						
% Baby Boomer / Traditional Gen.	68%	17%	62%	40%	2%	36%
Average Age	46.9	36.4	45.7	45.7	34.8	44.6
Workforce Life-Cycle Model (YRE)	20/23/57(%)	-	-	25/24/51(%)	-	25/24/51(%)
% Future/Mid-Career/Senior						
Average Years of Service	17.8	13.3	17.3	15.2	13.0	15.0
Retirement Eligible	19,051(17%)	-	-	25,938(18%)	-	25,938(18%)
Retirement Eligible w/in 5 Years	21,315(19%)	-	-	25,865(18%)	-	25,865(18%)
Total Gains/Losses	14,245/15,030	-	-	16,045/11,038	-	16,045/11,038

Source: The Human Capital Fact Sheet is based on end of FY2008 and FY2016Q3 data and was generated by OUSD(AT&L)/Human Capital Initiatives using the AT&L Workforce Data Mart.

*Analysis support from RAND using FY2008 and FY2016Q3 DMDC data.



AWF – Military and Civilian By Component and Career Field





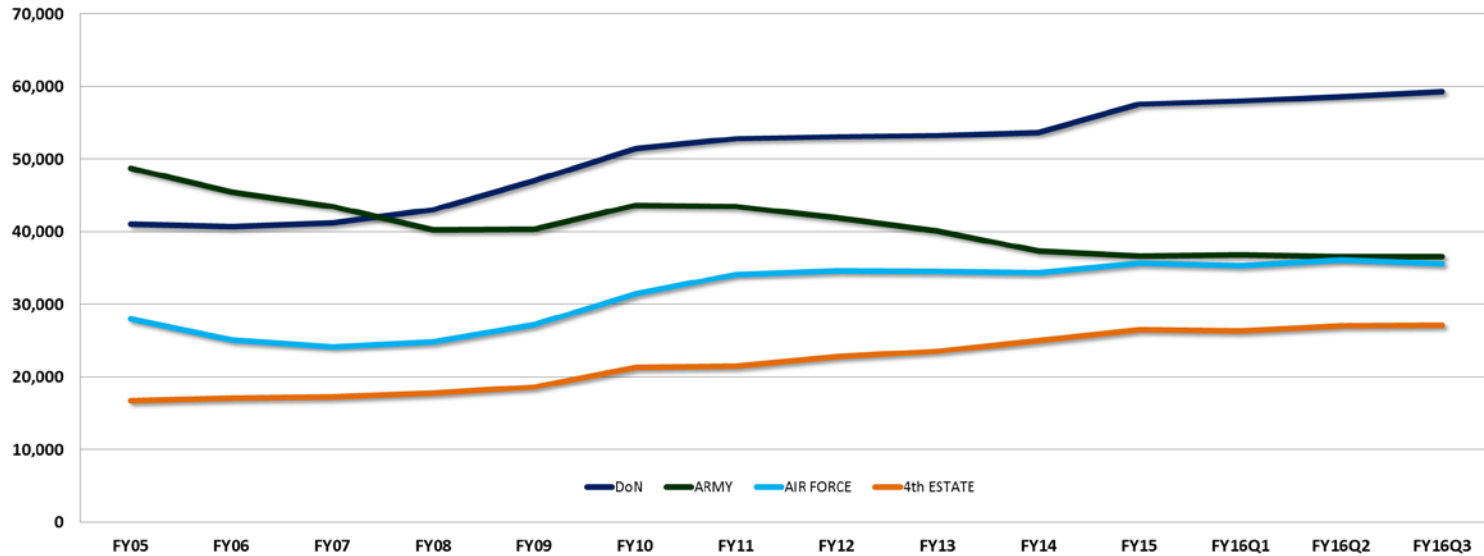
AWF Size by Component and Career Field



AWF Count by Career Category FY16Q3	Army	DoN	Air Force	4th Estate	Totals	% Total
Auditing	-	-	-	4,042	4,042	2.6%
Business - CE	244	576	455	84	1,359	0.9%
Business - FM	1,709	2,035	1,888	594	6,226	3.9%
Contracting	7,904	6,308	8,236	7,864	30,312	19.1%
Engineering	9,061	21,549	8,686	2,103	41,399	26.1%
Facilities Engineering	1,557	5,510	283	78	7,428	4.7%
Information Technology	1,669	2,975	1,192	860	6,696	4.2%
Life Cycle Logistics	7,105	6,451	3,126	2,914	19,596	12.4%
Production, Quality and Man	1,368	3,016	379	5,461	10,224	6.5%
Program Management	3,227	6,395	5,536	1,687	16,845	10.6%
Property	48	65	14	267	394	0.2%
Purchasing	309	486	72	591	1,458	0.9%
S&T Manager	442	528	2,680	123	3,773	2.4%
Test and Evaluation	1,910	3,419	3,004	383	8,716	5.5%
Unknown/Other	7	2	-	31	40	0.03%
FY16Q3 Totals (as of 6-30-2016)	36,560	59,315	35,551	27,082	158,508	
Component %	23.1%	37.4%	22.4%	17.1%		



AWF Historical Size Detail by Component (Civilian & Military)



Overall Defense Acq Workforce Service	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16Q1	FY16Q2	FY16Q3	% Change Since FY08	% Change Since FY15
DoN	41,070	40,651	41,177	43,066	46,972	51,418	52,791	53,058	53,214	53,685	57,565	58,041	58,575	59,315	38%	3%
ARMY	48,697	45,443	43,473	40,269	40,356	43,634	43,476	41,877	40,037	37,342	36,633	36,798	36,562	36,560	-9%	0%
AIR FORCE	27,932	25,075	24,172	24,827	27,174	31,382	34,147	34,637	34,534	34,395	35,665	35,335	36,076	35,551	43%	0%
4th ESTATE	16,671	17,073	17,210	17,717	18,601	21,271	21,477	22,754	23,570	25,043	26,450	26,283	26,999	27,082	53%	2%
OVERALL DAW	134,370	128,242	126,032	125,879	133,103	147,705	151,891	152,326	151,355	150,465	156,313	156,457	158,212	158,508	↑ 26%	↑ 1%



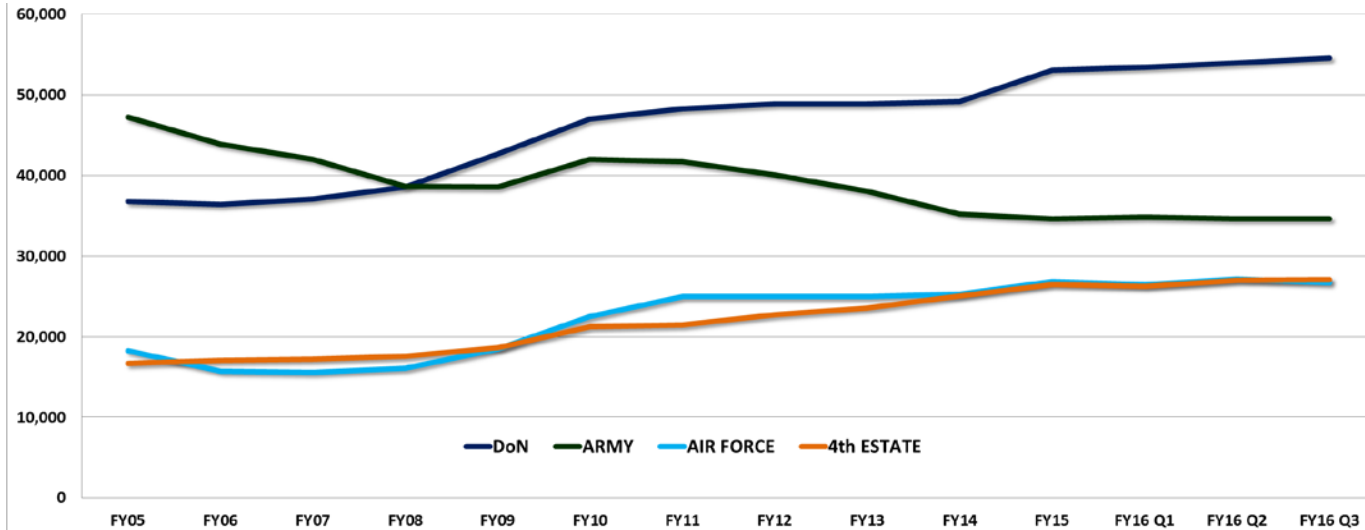
AWF Historical Size Detail by Component/Agency (Civilian & Military)



Overall Defense Acq Workforce Agency	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16Q1	FY16Q2	FY16Q3	% Change Since FY08	% Change Since FY15
DoN	41,070	40,651	41,177	43,066	46,972	51,418	52,791	53,058	53,214	53,685	57,565	58,041	58,575	59,315	38%	3%
ARMY	48,697	45,443	43,473	40,269	40,356	43,634	43,476	41,877	40,037	37,342	36,633	36,798	36,562	36,560	-9%	0%
AIR FORCE	27,932	25,075	24,172	24,827	27,174	31,382	34,147	34,637	34,534	34,395	35,665	35,335	36,076	35,551	43%	0%
DCMA	8,266	7,962	7,415	7,344	7,909	8,722	8,421	8,699	9,618	9,645	9,773	9,672	9,871	9,924	35%	2%
DLA	3,297	3,383	3,796	3,913	3,970	4,272	4,565	4,915	4,892	5,753	7,329	7,324	7,636	7,748	98%	6%
DCAA	3,543	3,461	3,542	3,598	3,775	4,146	4,235	4,515	4,375	4,567	4,322	4,266	4,157	4,047	12%	-6%
MDA	361	446	672	788	938	1,638	1,709	1,828	1,957	1,916	1,892	1,901	1,907	1,925	144%	2%
DISA	321	384	639	680	588	662	727	769	770	941	917	906	963	964	42%	5%
DTRA	91	357	347	353	375	446	451	487	502	495	495	496	498	503	42%	2%
DHA	42	51	83	98	96	190	258	228	216	497	439	423	423	410	318%	-7%
DAU	249	269	-	284	359	439	447	488	417	402	414	419	425	431	52%	4%
NRO	-	-	-	-	-	-	-	-	-	-	-	-	227	230		
OSD	124	123	148	160	111	150	177	177	167	164	177	176	171	173	8%	-2%
DeCA	111	90	103	88	94	109	115	115	126	128	149	150	162	160	82%	7%
WHS	50	152	58	47	35	39	73	104	111	123	122	125	121	123	162%	1%
JCS	-	2	4	1	2	2	4	135	125	109	101	99	100	103	10200%	2%
DFAS	69	155	119	59	53	69	63	65	61	61	64	67	67	64	8%	0%
DoDEA	85	83	58	50	48	63	68	69	62	58	60	63	59	57	14%	-5%
DMEA	-	-	-	-	16	51	45	44	43	51	55	56	58	63		15%
DoD HRA	-	2	18	20	6	23	23	24	23	24	23	24	27	25	25%	9%
TRMC	4	6	5	13	10	12	13	17	18	23	23	24	23	23	77%	0%
DTIC	-	-	1	2	-	-	-	4	10	15	19	19	20	21	950%	11%
DSCA	5	56	21	25	17	20	17	17	21	19	17	17	18	18	-28%	6%
DSS	-	1	4	8	9	12	14	12	16	17	18	17	16	16	100%	-11%
DMA	-	-	-	-	22	21	17	18	19	14	17	16	13	12		-29%
DARPA	11	12	18	13	13	12	12	13	13	12	13	12	13	14	8%	8%
USUHS	-	-	-	-	-	-	-	-	-	-	-	-	13	16		
NDU	7	13	14	13	4	6	9	6	5	6	8	7	6	7	-46%	-13%
POW/MIA	-	-	-	-	-	-	-	-	-	-	-	-	3	3		
IG	2	27	38	36	2	1	2	1	1	2	2	3	1	1	-97%	-50%
ASD	-	-	-	-	10	11	8	3	1	1	1	1	1	1		0%
PFPA	5	4	4	2	1	1	1	1	1	-	-	-	-	-	-100%	
4th Estate Other	26	34	103	122	138	154	3	-	-	-	-	-	-	-	-100%	
TOTAL	134,368	128,242	126,032	125,879	133,103	147,705	151,891	152,326	151,355	150,465	156,313	156,457	158,212	158,508	↑ 26%	↑ 1%



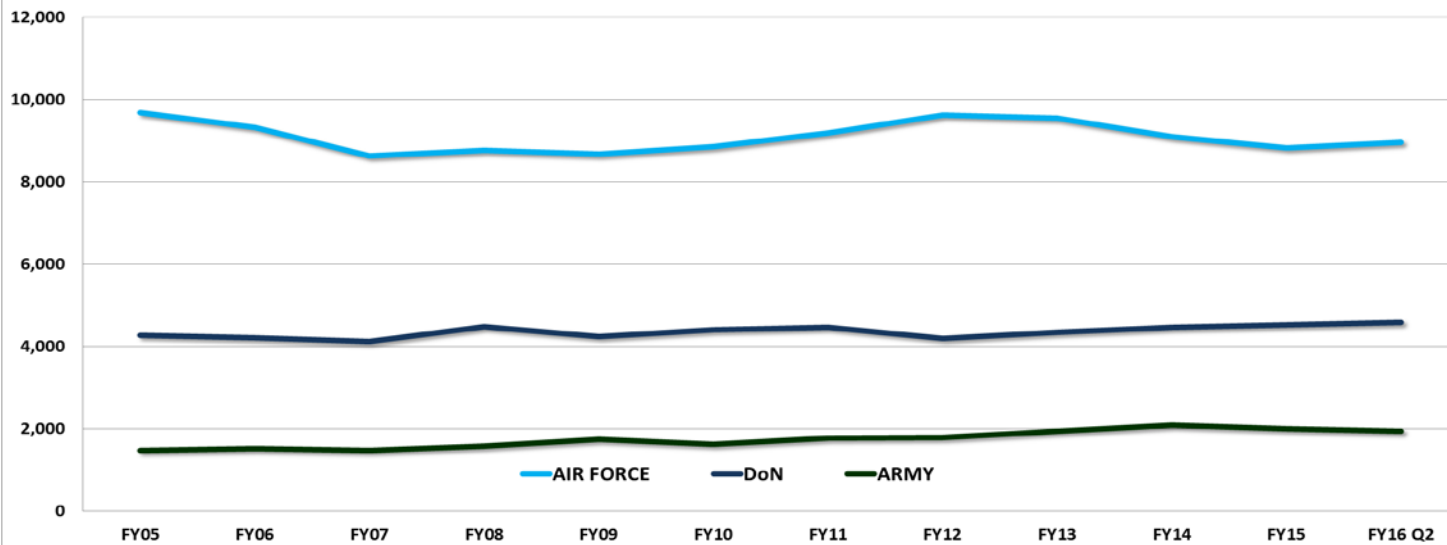
AWF Historical Size Detail by Component (Civilian)



Overall Defense Acq Workforce Service	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16 Q1	FY16 Q2	FY16 Q3	% Change Since FY08	% Change Since FY15
DoN	36,801	36,433	37,059	38,579	42,726	47,009	48,317	48,862	48,865	49,220	53,044	53,461	53,992	54,585	41%	3%
ARMY	47,227	43,915	41,990	38,689	38,612	42,015	41,696	40,079	38,092	35,246	34,631	34,845	34,620	34,637	-10%	0%
AIR FORCE	18,250	15,748	15,544	16,067	18,506	22,526	24,962	25,019	24,986	25,299	26,837	26,500	27,117	26,683	66%	-1%
4th ESTATE	16,668	17,067	17,206	17,599	18,601	21,271	21,477	22,754	23,570	25,043	26,450	26,283	26,999	27,082	54%	2%
OVERALL DAW	118,946	113,163	111,799	110,934	118,445	132,821	136,452	136,714	135,513	134,808	140,962	141,089	142,728	142,987	↑ 29%	↑ 1%



AWF Historical Size Detail by Component (Military)



Overall Defense Acq Workforce Service	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16 Q1	FY16 Q2	FY16 Q3	% Change Since FY08	% Change Since FY15
AIR FORCE	9,681	9,327	8,628	8,760	8,668	8,856	9,185	9,618	9,548	9,096	8,828	8,835	8,959	8,868	1%	0%
DoN	4,269	4,218	4,118	4,487	4,246	4,409	4,474	4,196	4,349	4,465	4,521	4,580	4,583	4,730	5%	5%
ARMY	1,472	1,528	1,483	1,580	1,744	1,619	1,780	1,798	1,945	2,096	2,002	1,953	1,942	1,923	22%	-4%
4th ESTATE	-	2	4	118	-	-	-	-	-	-	-	-	-	-		
OVERALL DAW	15,422	15,075	14,233	14,945	14,658	14,884	15,439	15,612	15,842	15,657	15,351	15,368	15,484	15,521	↑ 4%	↑ 1%



AWF Historical Size Detail by Career Field (Civilian and Military)



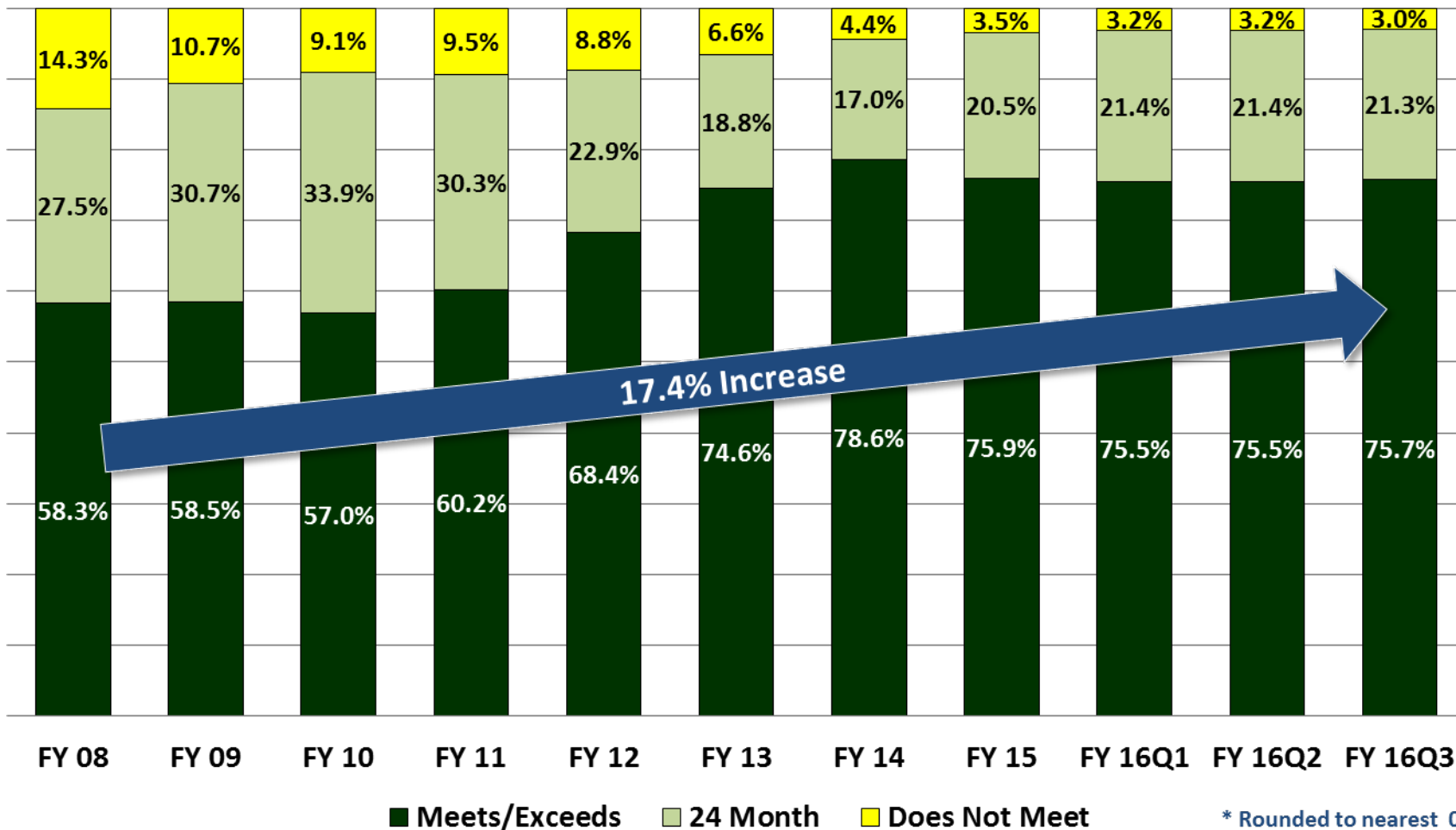
Overall Defense Acq Workforce Career Field	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16Q1	FY16Q2	FY16Q3	% Change Since FY08	% Change Since FY15
Engineering	34,752	35,142	34,710	34,537	36,704	39,201	39,690	39,807	39,544	39,242	41,050	41,019	41,325	41,399	20%	1%
Contracting	26,025	27,748	26,038	25,680	27,655	29,792	30,327	30,292	30,271	29,826	30,230	30,102	30,414	30,312	18%	0%
Life Cycle Logistics	12,493	12,332	12,604	13,361	14,852	16,861	17,369	17,539	17,122	17,724	19,222	19,231	19,442	19,596	47%	2%
Program Management	12,284	12,775	12,427	12,781	13,422	14,915	15,683	15,824	16,171	16,003	16,585	16,569	16,758	16,845	32%	2%
Production, Quality and Man	9,397	8,966	8,364	9,138	9,023	9,727	9,601	9,458	9,658	9,671	9,822	9,860	10,099	10,224	12%	4%
Test and Evaluation	7,384	7,280	7,419	7,420	7,892	8,446	8,573	8,603	8,580	8,569	8,692	8,730	8,764	8,716	17%	0%
Facilities Engineering	8,356	3,927	4,394	4,920	5,420	6,911	7,428	7,290	6,970	6,617	6,986	7,119	7,285	7,428	51%	6%
Information Technology	5,472	4,843	4,423	3,934	4,358	5,165	5,563	5,832	5,870	5,776	6,402	6,539	6,676	6,696	70%	5%
Business (Fin Mgt)	8,119	7,747	7,387	7,085	7,262	7,054	7,009	6,761	6,463	6,142	6,205	6,256	6,322	6,226	-12%	0%
Auditing	3,536	3,486	2,852	3,638	3,777	4,143	4,231	4,505	4,368	4,560	4,316	4,261	4,151	4,042	11%	-6%
S&T Manager	314	291	483	480	623	2,561	3,062	3,209	3,293	3,401	3,681	3,583	3,754	3,773	686%	2%
Purchasing	-	-	-	-	-	1,070	1,252	1,278	1,312	1,309	1,346	1,361	1,367	1,458		8%
Business (Cost Est)	2,438	1,680	1,170	1,196	1,238	1,287	1,276	1,340	1,283	1,205	1,330	1,375	1,421	1,359	14%	2%
Property	571	530	481	451	475	501	483	449	402	389	400	380	393	394	-13%	-2%
Unknown/Other	3,229	1,495	3,280	1,258	402	71	344	139	48	31	46	72	41	40		
TOTAL	134,370	128,242	126,032	125,879	133,103	147,705	151,891	152,326	151,355	150,465	156,313	156,457	158,212	158,508	↑ 26%	↑ 1%



AWF Historical DAWIA Certification FY08 – FY16Q3 (Rate)



Overall

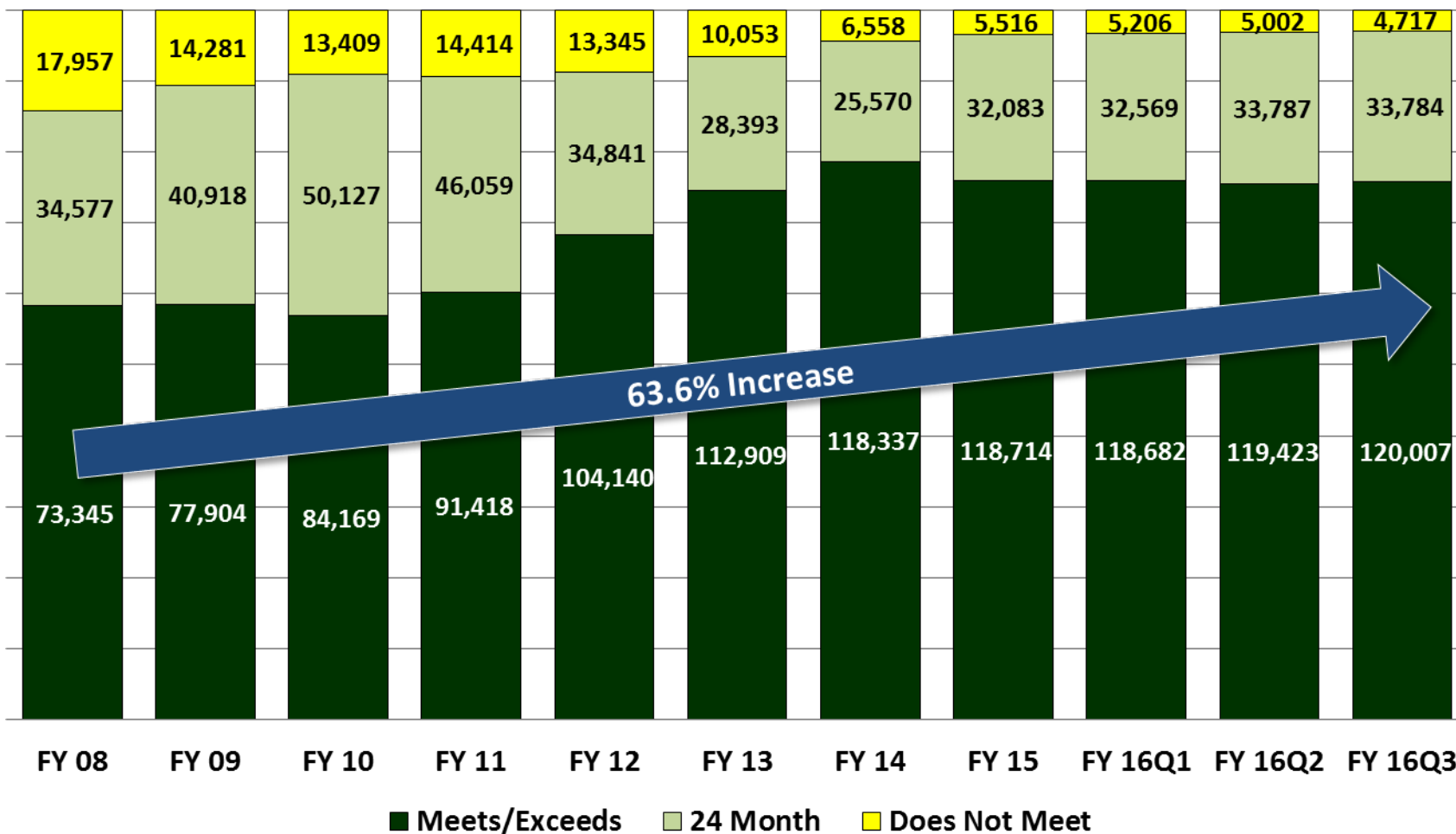




AWF Historical DAWIA Certification FY08 – FY16Q3



Overall

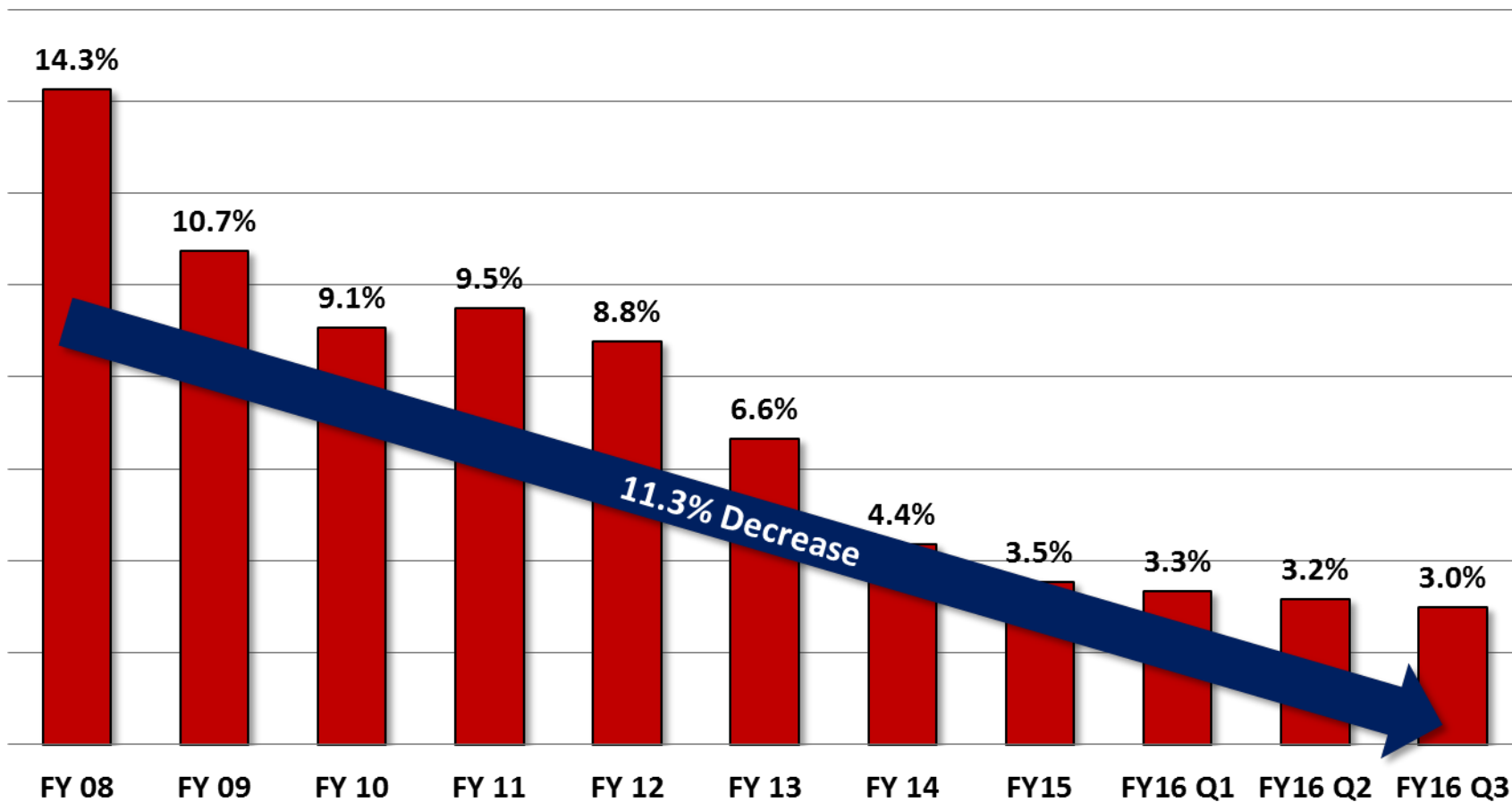




AWF Historical DAWIA “Does Not Meet” Certification FY08 – FY16Q3



Overall



■ Does Not Meet

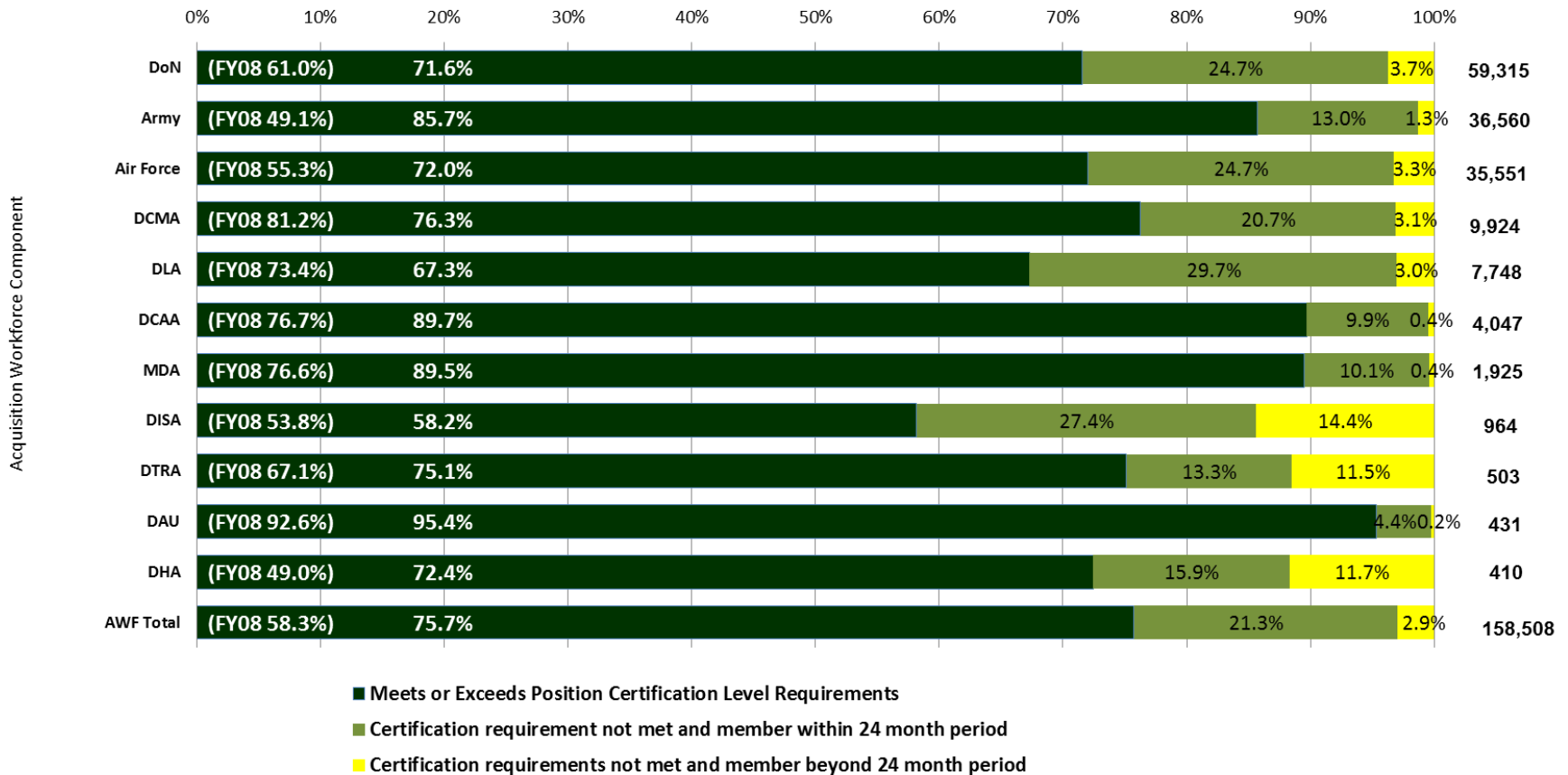
* Rounded to nearest 0.1%



AWF DAWIA Certification by Component over 400 personnel



Certification Level "Meet/Exceed" Rates by Component AT&L (FY16Q3)

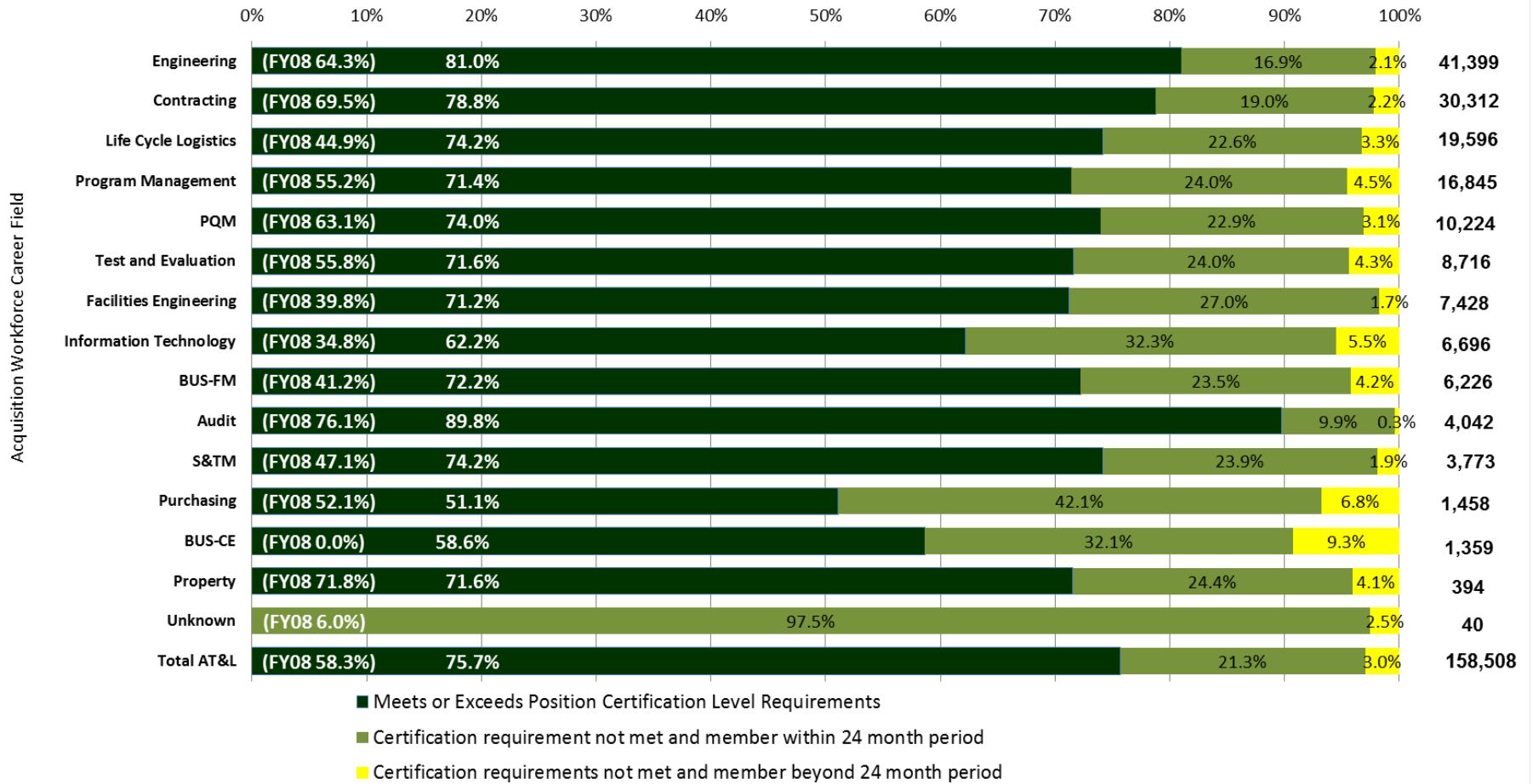




AWF DAWIA Certification by Career Field



Certification Level "Meet/Exceed" Rates by Career Field AT&L (FY16Q3)





DAWIA Certification Matrix + Bench Strength

DAW Required Certification Level	Achieved Certification Level				FY16Q3 TOTAL	% Meets Certification Requirement
	No Level Achieved	Level I	Level II	Level III		
Level I	8,147	6,999	2,352	625	18,123	55.0%
Level II	12,234	8,493	42,278	17,632	80,637	74.3%
Level III	3,376	1,691	4,356	50,085	59,508	84.2%
<i>Unspecified</i>	105	30	69	36	240	
FY16Q3 TOTAL	23,862	17,213	49,055	68,378	158,508	75.7%
% TOTAL	15.1%	10.9%	30.9%	43.1%		

No Level Achieved includes those within the 24 month grace period

Bench Strength		
Org	# Exceeds	% Exceeds**
DAW	20,609	13.0%
Army	5,195	14.2%
DoN	7,274	12.3%
Air Force	6,428	18.2%
4th Estate	1,712	6.3%

** Based on population total without unspecified positions

Certification Requirement	Meets/ Exceeds	Within 24 Months	Does Not Meet	DAW TOTAL	
Level I	9,976	7,803	344	18,123	11.4%
Level II	59,910	18,335	2,392	80,637	50.9%
Level III	50,085	7,475	1,948	59,508	37.5%
<i>Unspecified</i>	36	171	33	240	0.2%
DAW TOTAL	120,007	33,784	4,717	158,508	
% TOTAL	75.7%	21.3%	3.0%		

 = Compliance
 = Exceeds Requirement

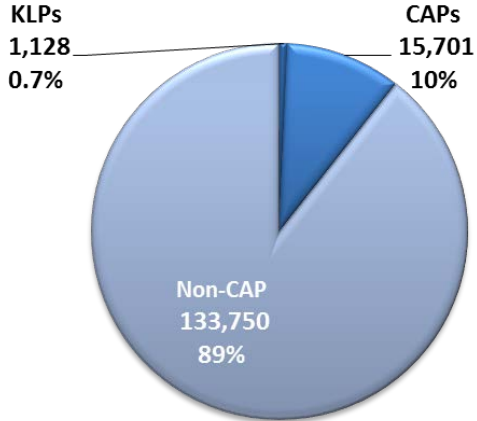
* NOTE: Rounded to nearest 0.1%



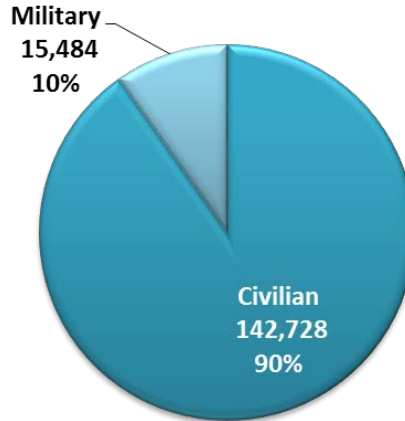
AWF Demographics



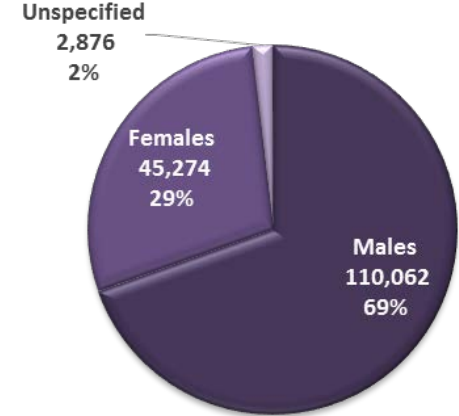
CAP / KLP



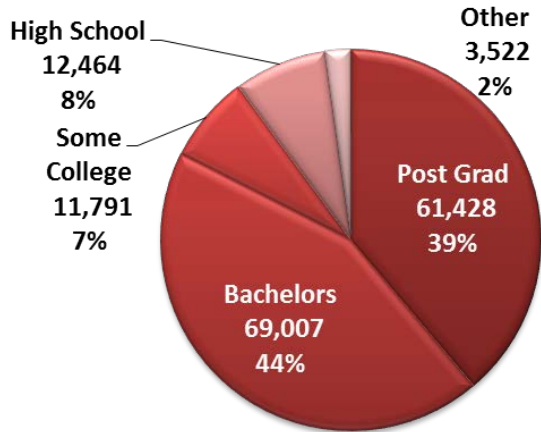
Mil / Civ



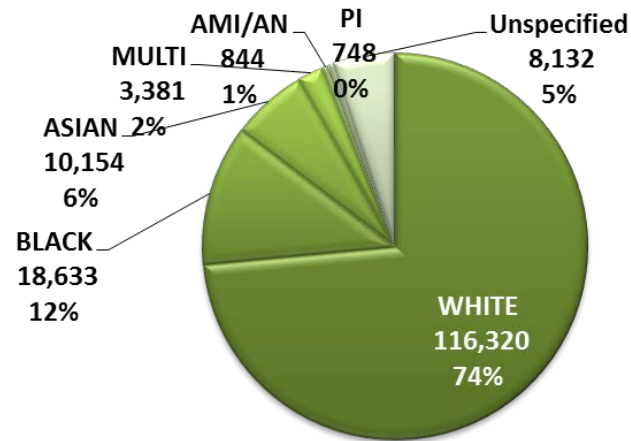
Gender



Education



Race





AWF Overall Count Detail by Major Components and Career Fields (Mil & Civ)



Component	Service/Agency	Auditing	Business - Cost Estimating (BUS-CE)	Business - Financial Mgmt	Contracting	Engineering	Facilities Engineering	Industrial/Contract Property Mgmt	Information Technology	Life Cycle Logistics	Production, Quality and Manufacturing	Program Management	Purchasing	S&T Manager	Test and Evaluation	Unknown	FY16Q3
Army	Army Totals	0	244	1709	7904	9061	1557	48	1669	7105	1368	3227	309	442	1910	7	36560
	Navy	0	542	1863	5770	21196	5476	65	2739	5901	2974	5595	433	526	3292	2	56374
	Marine Corps	0	34	172	538	353	34	0	236	550	42	800	53	2	127	0	2941
DoN	Dept of Navy Totals	0	576	2035	6308	21549	5510	65	2975	6451	3016	6395	486	528	3419	2	59315
Air Force	Air Force Totals	0	455	1888	8236	8686	283	14	1192	3126	379	5536	72	2680	3004	0	35551
4th Estate	Defense Contract Management Agency	0	4	187	3029	1221	1	255	199	126	4443	377	47	4	7	24	9924
	Defense Logistics Agency	0	1	1	3339	12	1	1	152	2632	939	171	494	5	0	0	7748
	Defense Contract Audit Agency	4041	0	0	1	0	0	0	0	0	0	0	5	0	0	0	4047
	Missile Defense Agency	0	58	225	208	588	41	2	54	77	65	345	1	2	259	0	1925
	4th Estate Other	1	21	181	1287	282	35	9	455	79	14	794	44	112	117	7	3438
	4th Estate Totals	4042	84	594	7864	2103	78	267	860	2914	5461	1687	591	123	383	31	27082
TOTAL		4042	1359	6226	30312	41399	7428	394	6696	19596	10224	16845	1458	3773	8716	40	158508



AWF Civilian Count Detail by Major Component and Career Field



Component	Service/Agency	Auditing	Business - Cost Estimating	Business - Financial Mgmt	Contracting	Engineering	Facilities Engineering	Industrial/Contract Property Mgt	Information Technology	Life Cycle Logistics	Production, Quality & Manuf.	Program Management	Purchasing	S&T Manager	Test and Evaluation	Unspecified	FY16Q3 TOTAL
Army	Army Totals	-	244	1,709	6,856	9,061	1,557	48	1,669	7,105	1,368	2,372	309	442	1,890	7	34,637
DoN	Navy	-	539	1,774	4,665	20,997	5,476	65	2,717	5,500	2,413	4,653	433	490	2,864	1	52,587
	Marine Corps	-	34	168	351	337	34	-	218	286	2	452	53	-	63	-	1,998
	Dept of Navy Totals	-	573	1,942	5,016	21,334	5,510	65	2,935	5,786	2,415	5,105	486	490	2,927	1	54,585
Air Force	Air Force Totals	-	394	1,817	5,744	7,326	281	14	1,019	2,624	267	3,056	72	2,301	1,768	-	26,683
4th Estate	Defense Contract Management Agency	-	4	187	3,029	1,221	1	255	199	126	4,443	377	47	4	7	24	9,924
	Defense Logistics Agency	-	1	1	3,339	12	1	1	152	2,632	939	171	494	5	-	-	7,748
	Defense Contract Audit Agency	4,041	-	-	1	-	-	-	-	-	-	-	5	-	-	-	4,047
	Missile Defense Agency	-	58	225	208	588	41	2	54	77	65	345	1	2	259	-	1,925
	4th Estate Other Totals	1	21	181	1,287	282	35	9	455	79	14	794	44	112	117	7	3,438
	4th Estate Totals	4,042	84	594	7,864	2,103	78	267	860	2,914	5,461	1,687	591	123	383	31	27,082
TOTAL		4,042	1,295	6,062	25,480	39,824	7,426	394	6,483	18,429	9,511	12,220	1,458	3,356	6,968	39	142,987



AWF Military Count Detail by Component and Career Field



Component	Service/Agency	Auditing	Business - Cost Estimating	Business - Financial Mgmt	Contracting	Engineering	Facilities Engineering	Industrial/Contract Property Mgt	Information Technology	Life Cycle Logistics	Production, Quality & Manuf.	Program Management	Purchasing	S&T Manager	Test and Evaluation	Unspecified	FY16Q3 TOTAL
Army	Army Totals	-	-	-	1,048	-	-	-	-	-	-	855	-	-	20	-	1,923
DoN	Navy	-	3	89	1,105	199	-	-	22	401	561	942	-	36	428	1	3,787
	Marine Corps	-	-	4	187	16	-	-	18	264	40	348	-	2	64	-	943
	Dept of Navy Totals	-	3	93	1,292	215	-	-	40	665	601	1,290	-	38	492	1	4,730
Air Force	Air Force Totals	-	61	71	2,492	1,360	2	-	173	502	112	2,480	-	379	1,236	-	8,868
TOTAL		-	64	164	4,832	1,575	2	-	213	1,167	713	4,625	-	417	1,748	1	15,521



AWF KLP Count Detail by Component and Career Field



KLPs	Service/Agency	Auditing	Business - Cost Estimating	Business - Financial Mgmt	Contracting	Engineering	Facilities Engineering	Industrial/Contract Property Mgt	Information Technology	Life Cycle Logistics	Production, Quality & Manuf.	Program Management	Purchasing	S&T Manager	Test and Evaluation	Unspecified	FY16Q3 TOTAL
Army	Army Totals	-	7	18	22	23	-	-	1	12	8	75	-	-	9	-	175
Navy	Navy	-	36	60	51	66	1	-	6	44	11	146	-	-	43	-	464
	Marine Corps	-	5	5	5	5	-	-	-	5	-	20	-	-	4	-	49
	Dept of Navy Totals	-	41	65	56	71	1	-	6	49	11	166	-	-	47	-	513
Air Force	Air Force Totals	-	2	33	64	60	-	-	2	35	-	150	-	9	23	-	378
4th Estate	Defense Information Systems Agency	-	-	-	1	2	-	-	-	-	-	9	-	-	3	-	15
	Missile Defense Agency	-	1	-	-	3	-	-	-	1	1	9	-	-	-	-	15
	Defense Logistics Agency	-	-	-	9	-	-	-	-	4	-	4	-	-	-	-	17
	National Reconnaissance Office	-	-	-	1	-	-	-	-	-	-	8	-	-	-	-	9
	DHA (TRICARE Management Activity & USUHS)	-	-	-	1	1	-	-	1	-	-	4	-	-	-	-	7
	Defense Contract Management Agency	-	-	-	2	1	-	-	-	-	-	3	-	-	-	-	6
	Defense Threat Reduction Agency	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1
	DoD Human Resources Activity	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1
	ASD - Networks & Information Integration	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1
	4th Estate Totals	-	1	-	16	7	-	-	1	5	1	37	-	1	3	-	72
TOTAL		-	51	116	158	161	1	-	10	101	20	428	-	10	82	-	1,138

Up from 1128 last quarter



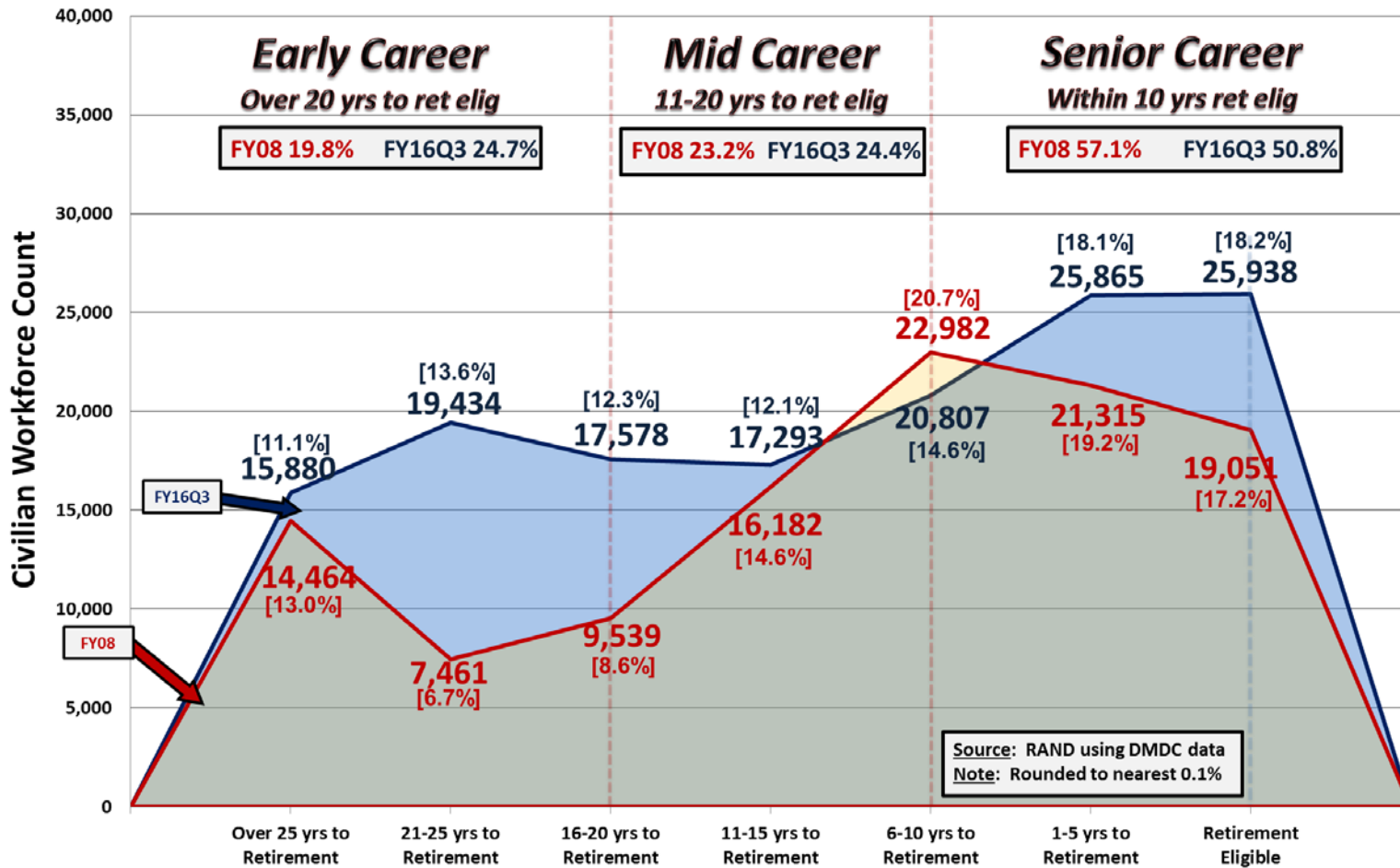
RAND NDRI Forces and Resources Policy Center Data Retirement, Gains/Losses Slides



Overall Civilian Retirement Eligibility Distribution – FY08/FY16Q3



Overall DAW - Civilian Retirement Eligibility Distribution - End-FY08 vs End-FY16Q3

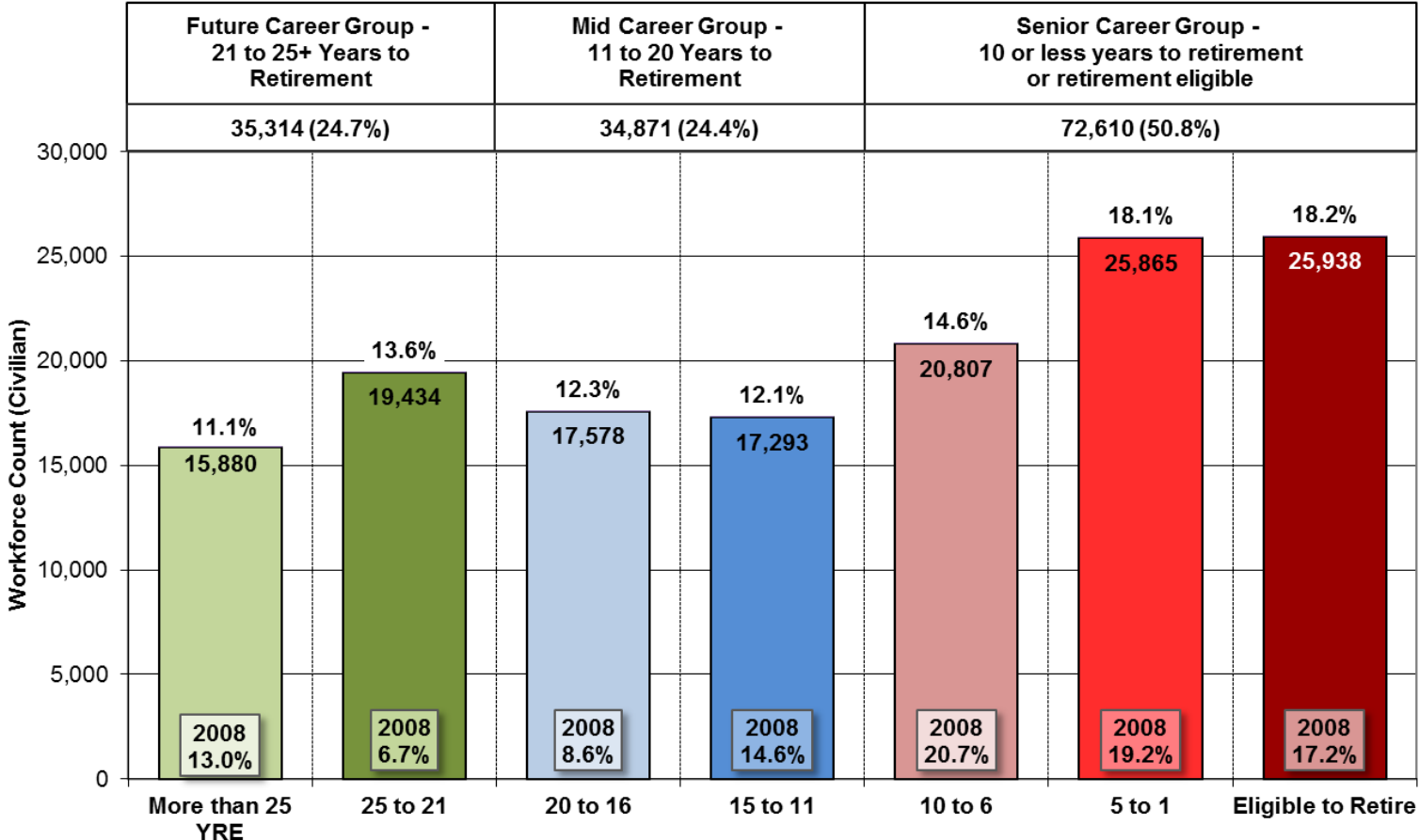


RAND NDRI (*As of 09-30-2015)



Workforce Lifecycle Model by YRE

Defense Acquisition Workforce Lifecycle Model (WLM)
by Years to Retirement Eligibility (YRE) - Civilian (FY2016Q3) - AT&L



Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2008 and FY2016 (Q3) DMDC data provided by RAND.

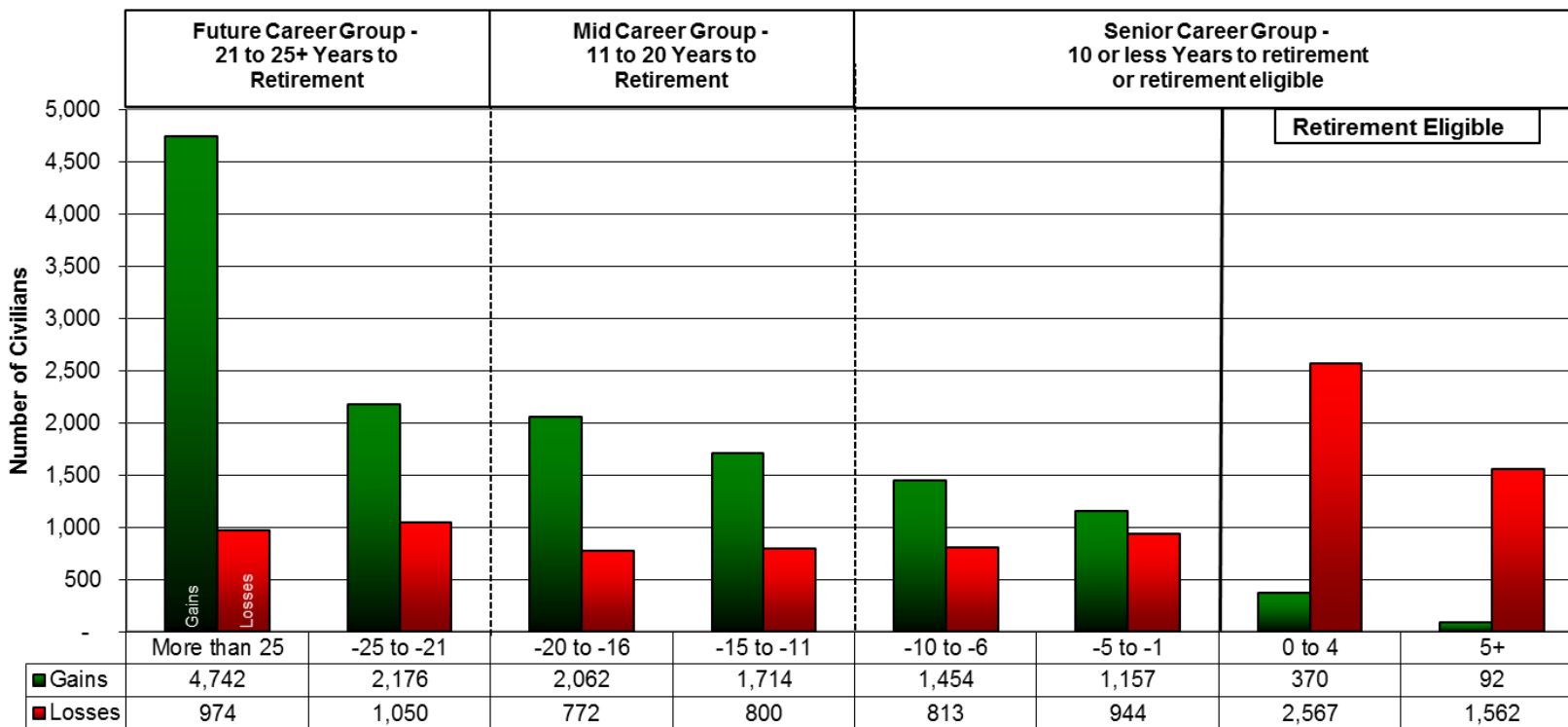


AWF Gains and Losses Civilian by Workforce Lifecycle



Defense Acquisition Workforce (Civilian) - AT&L

Workforce Lifecycle FY2016Q3 Gains & Losses*



Career Lifecycle by Years to Retirement Eligibility

Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q3 and Previous FY Data)

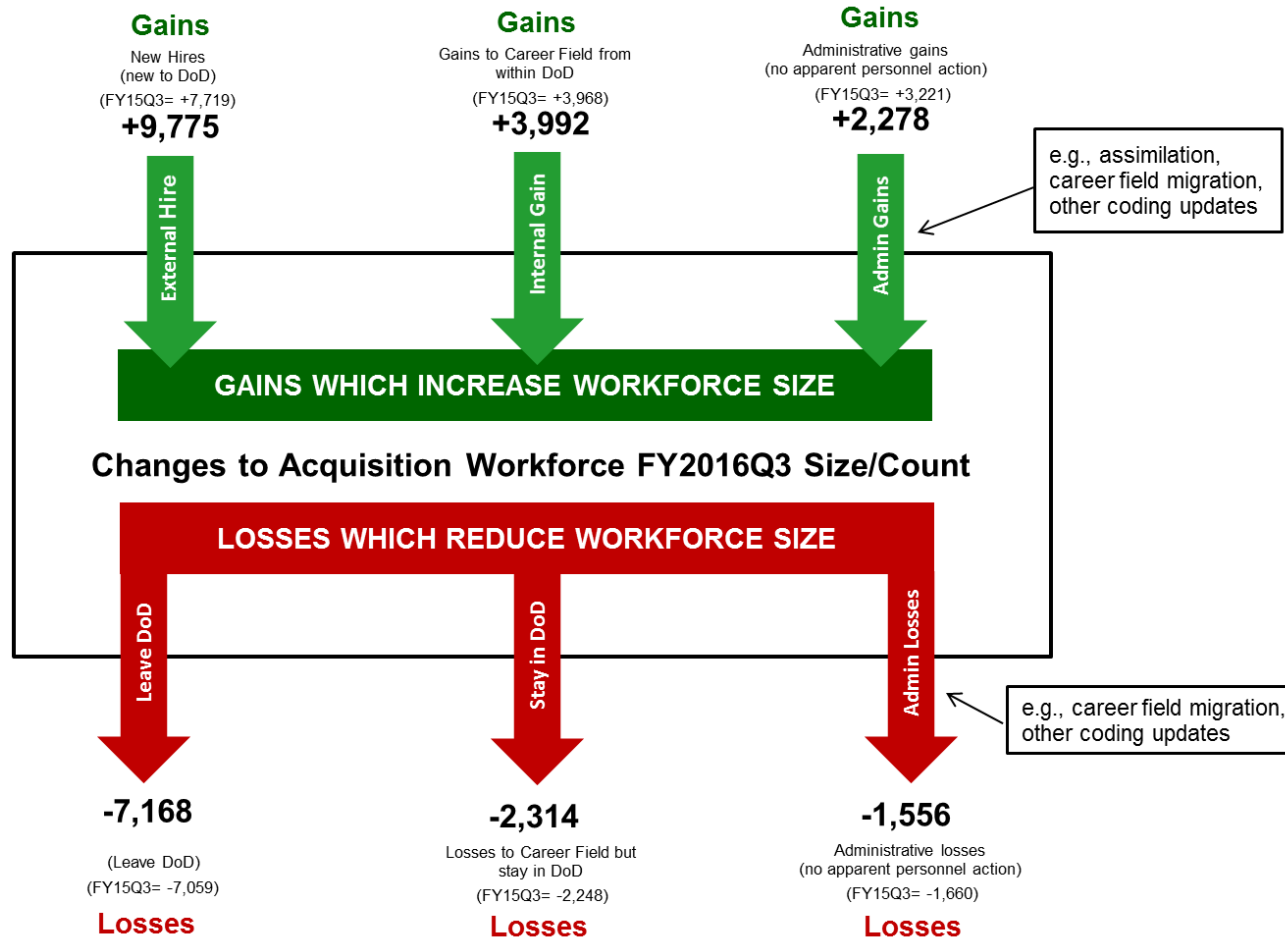
*Does not include administrative gains and losses



Gains/Losses – New Hires Internal/External, Administrative

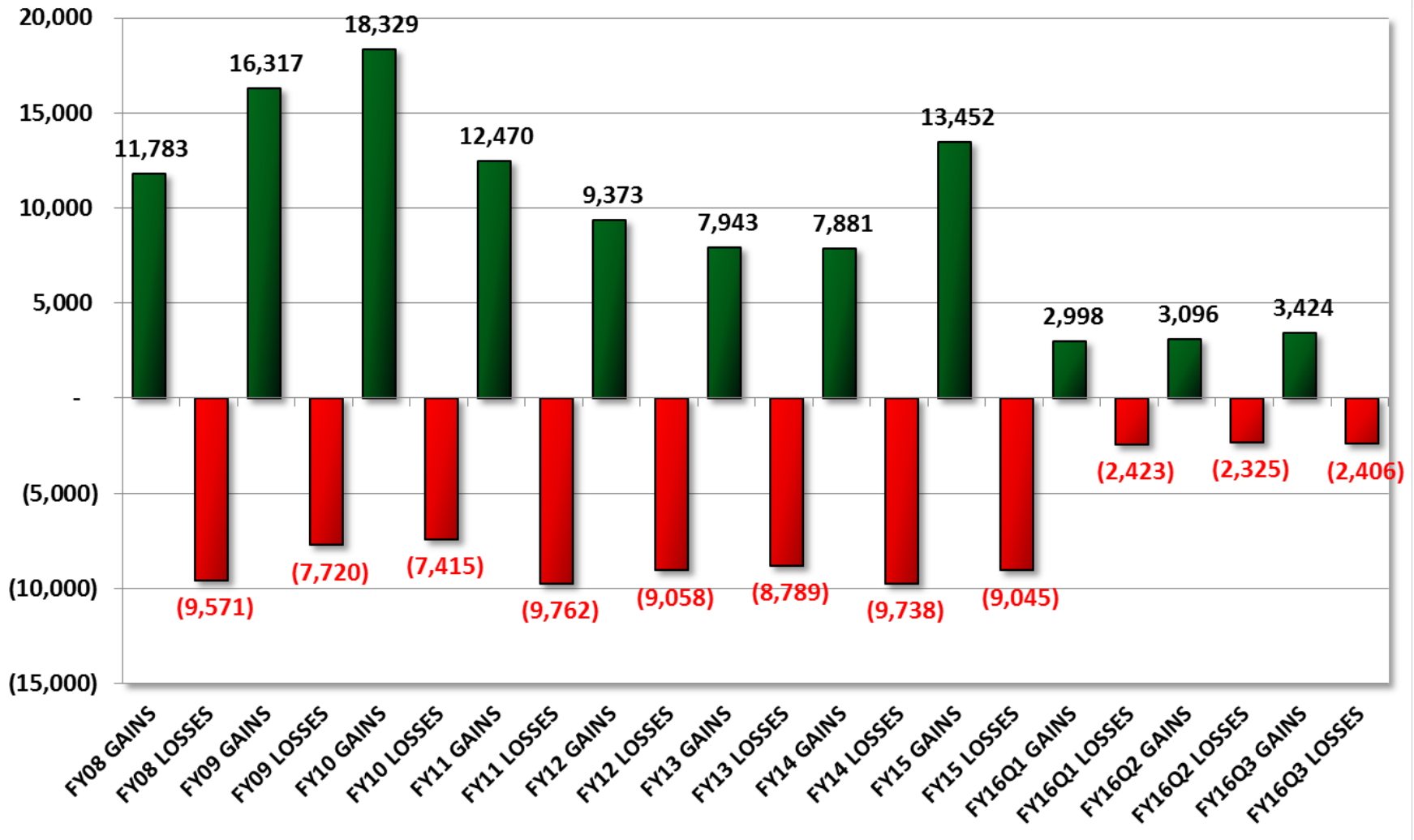
Defense Acquisition Workforce (Civilian) (FY2016Q3) - AT&L

Gains and Losses by External to DoD, Internal to DoD, and Administrative Categories



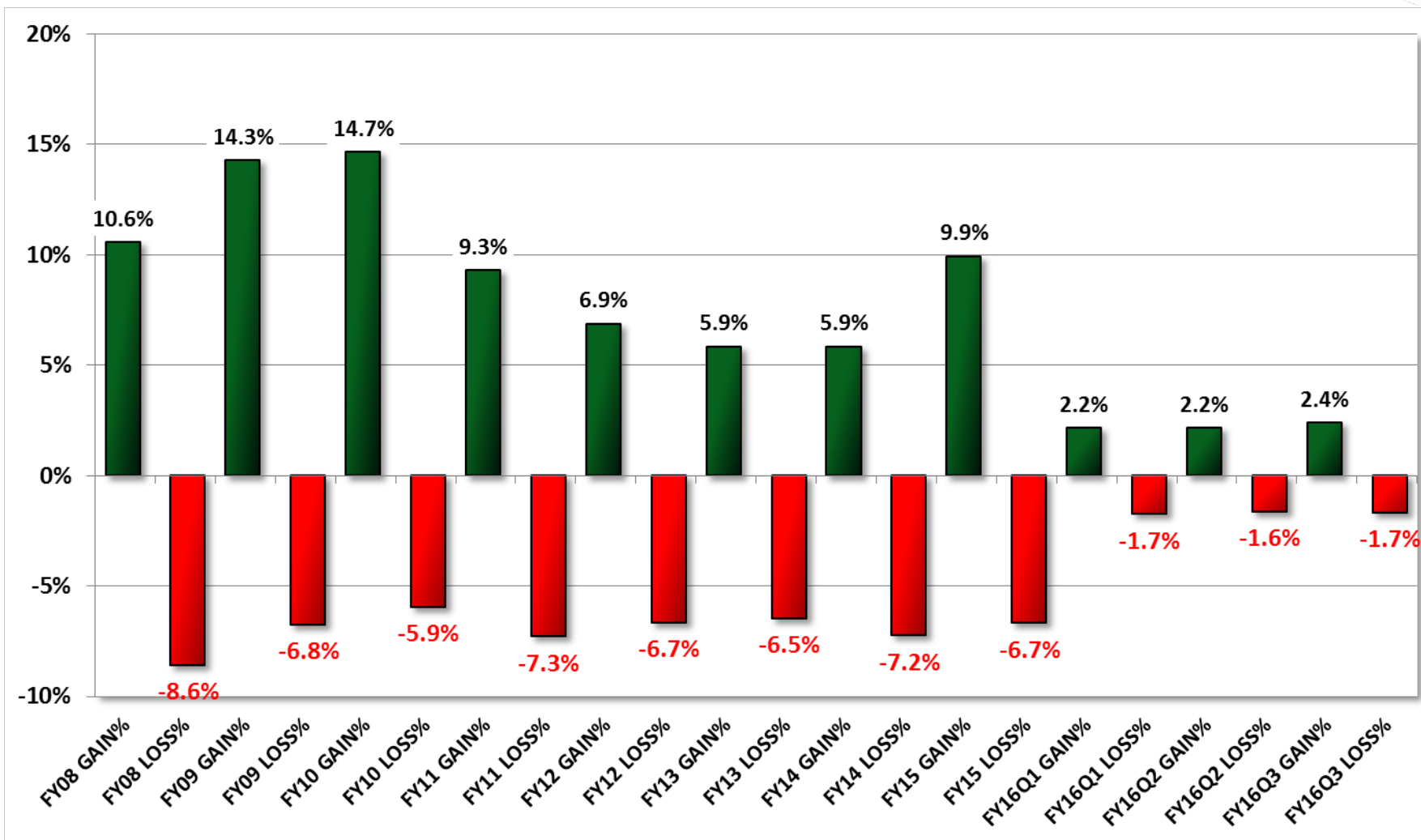


Historical Gains and Losses FY08 – FY16Q3





Historical Gains and Losses Rates FY08 – FY16Q3

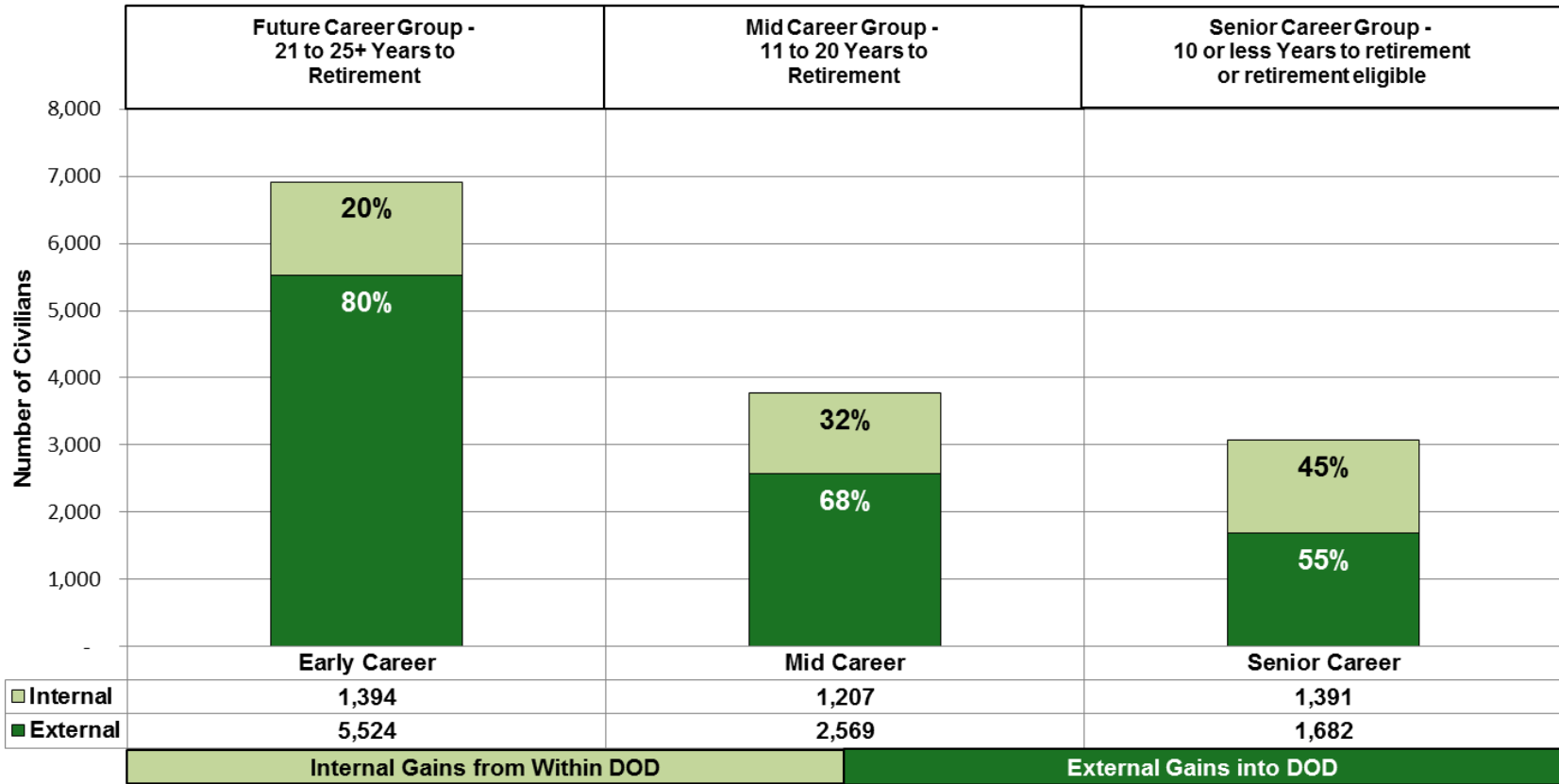




Internal/External Gains % by Career Group



Defense Acquisition Workforce (Civilian) - AT&L Workforce Lifecycle FY2016Q3 Gains*



Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q3 and Previous FY Data)

*Does not include administrative gains

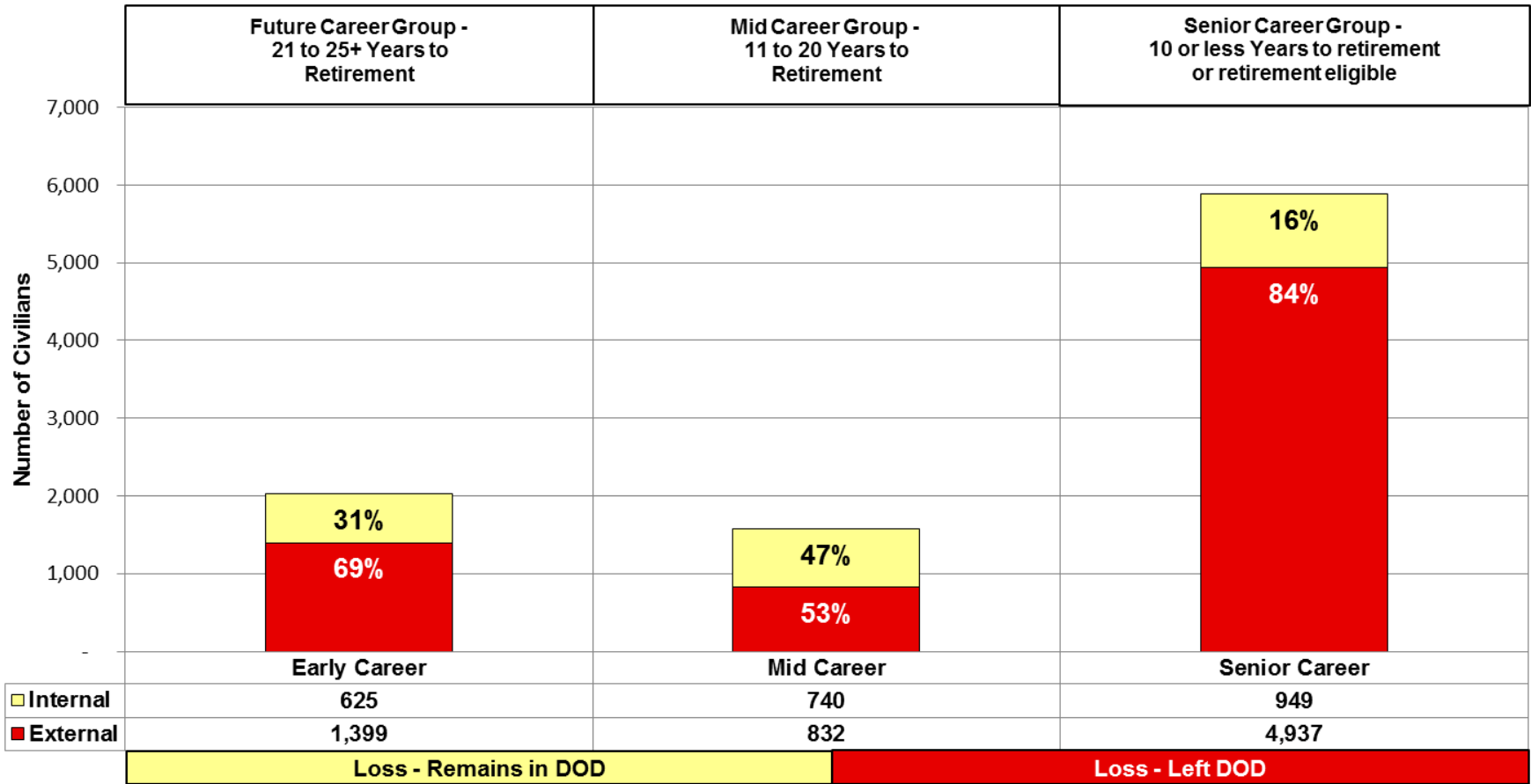


Internal/External Loss % by Career Group



Defense Acquisition Workforce (Civilian) - AT&L

Workforce Lifecycle FY2016Q3 Losses*



Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY2016Q3 and Previous FY Data)

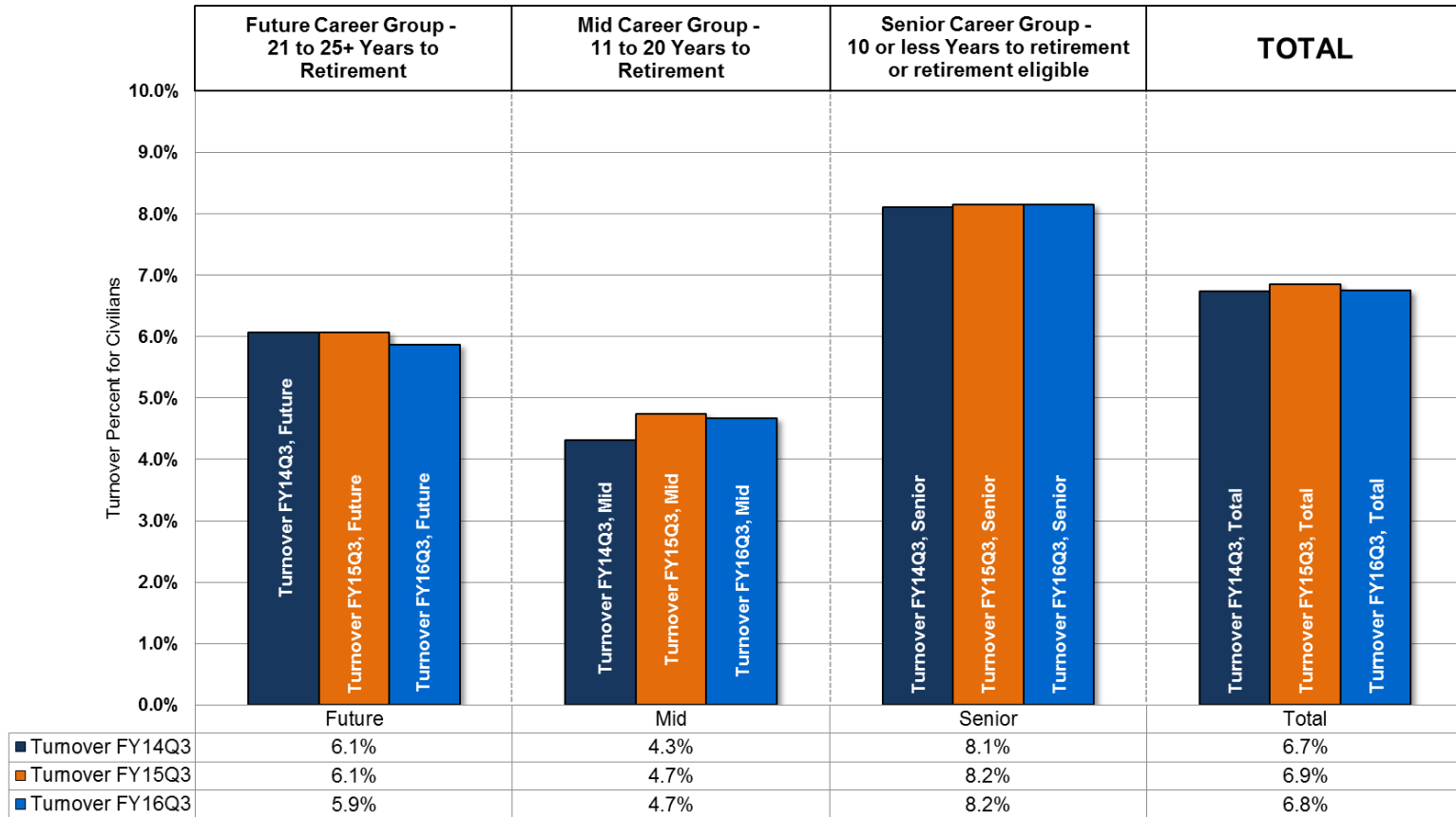
*Does not include administrative losses



Turnover Rates by Career Group



Defense Acquisition Workforce Turnover - AT&L (Civilian) (FY14Q3, FY15Q3, FY16Q3)(by Career Lifecycle Group)



Turnover Percent by Career Lifecycle Groups

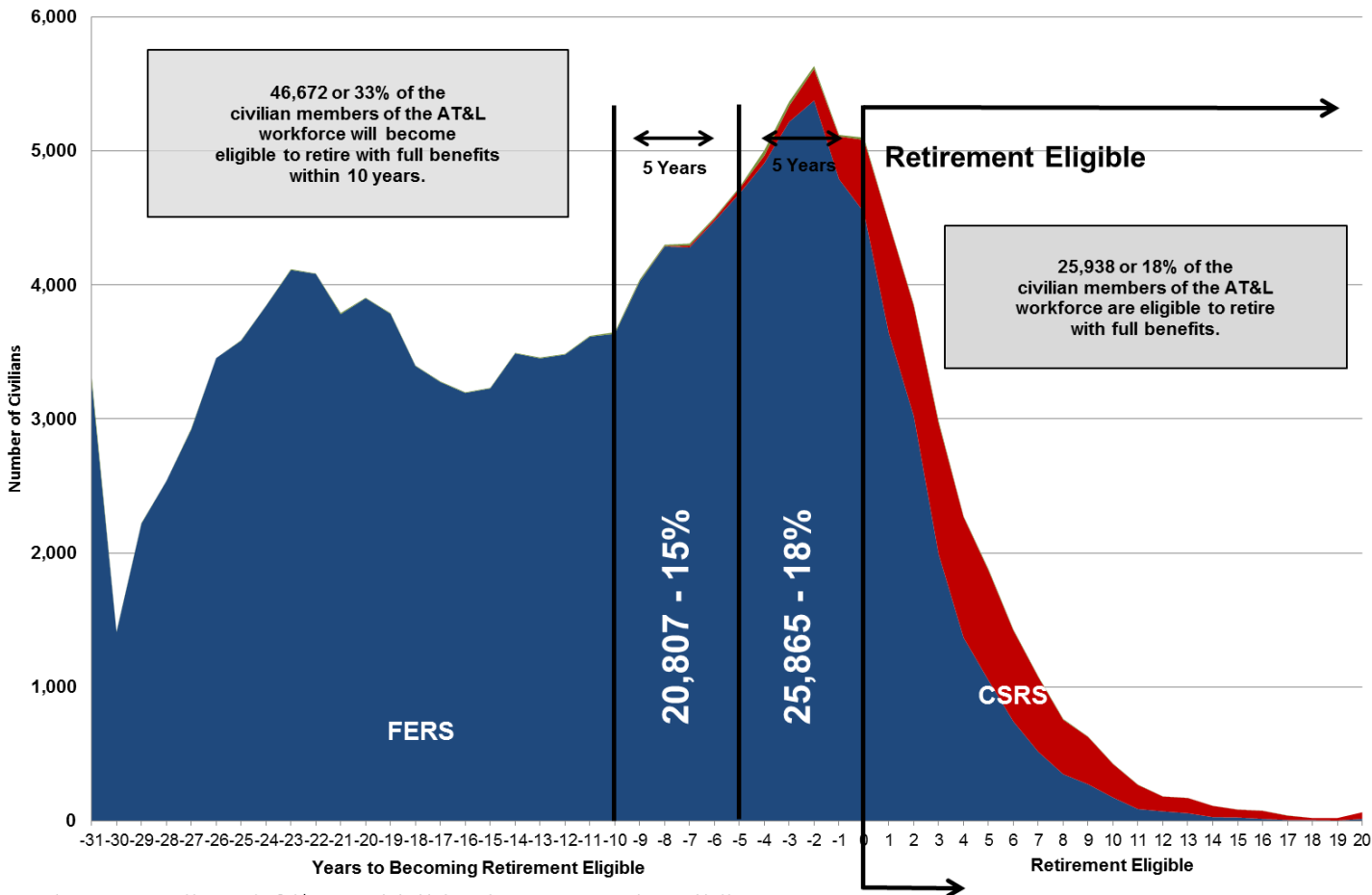


Civilian Distribution by Years to Retirement Eligibility



Defense Acquisition Workforce - AT&L

Distribution by Years to Retirement Eligibility (Civilians)(FY2016Q3)



Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2016Q2 DMDC data provided by RAND.